



HR Terre Haute

November 17, 2021

Why Hard Rock Terre Haute!



**LOVE ALL-SERVE ALL
TAKE TIME TO BE KIND
ALL IS ONE
SAVE THE PLANET**

Stroll through any Hard Rock and you'll be greeted by our mottos emblazoned on the walls. Inspired by ancient philosophical teachings and originally developed by Hard Rock's founders, these mottos are as relevant to our standards of service today as they were in 1971. These philosophies are the guiding principles that we use to define and express our culture of service, our community out-reach, our spirit of teamwork, and our environmental programs. They've challenged us to be our best and to help make the world a safer, healthier and better place for all.



Mission Statement



WE CREATE AUTHENTIC EXPERIENCES THAT ROCK.

From the red carpet to the green room, stage lights to lounge candles and burgers to ahh-ahh-mazing massage, at Hard Rock we deliver unique experiences that mean different things to different people. Some are personal. Others empowering. Surprising. And unique. But whatever they are, and whomever they're for, they must always be 100% authentic. That's the responsibility of every employee at every level. From front of the house to back of the house. From valets and servers to housekeeping. In fact, we think it's so important, we made it our mission statement. And underlined it in thick, black magic marker.



Philanthropy



Gaming Licenses in Multiple Jurisdictions



- **Illinois Gaming Board** - Owner's License 7/14/2021
- **National Indian Gaming Commission** - Management Agreement Approved 10/30/2020
- **Virginia Lottery** - Pre-Certification for Casino License 7/9/2020
- **Indiana Gaming Commission** - Casino License 12/17/2019
- **Ohio Casino Control Commission** - Casino License 9/18/2019
- **New Jersey Casino Control Commission** - Casino License 5/9/2018
- **United Kingdom Gambling Commission** - Non-Remote Operating Licensed 2/15/2018
- **Government of Catalonia** - Department of the Office of the Deputy President and of Economy and Finance, Spain Casino Authorization - Casino Authorization 2/2/2018
- **Alcohol and Gaming Commission of Ontario** - Casino Operator 7/14/2017
- **Integrated Resort Casino Steering Committee and Republic of Cyprus** - Gaming and Casino Supervision Commission - Gaming License 4/21/2017
- **Wisconsin Department Of Administration Gaming-related Contractor** - Certificate 1/22/2015
- **Ohio Lottery Commission And Horse Racing Commission** - Approval As Minority Owner And Manager Of Video Lottery Sales Agent Licensee Northfield Park Associates, LLC 12/12/2013
- **New Jersey Racing Commission** - 8/14/2013

Culture of Integrity and Compliance



- Hard Rock established a Compliance Review and Reporting System in 2013
 - The System is supervised by the Corporate Governance, Compliance and Compensation Committee of the Board
 - Michael Rumbolz, Board Member and Former Chairman of the Nevada Gaming Control Board, is Chairman of the Corporate Governance, Compliance and Compensation Committee of the Board
 - Created the position of Compliance Officer
 - Certain matters, such as Material Gaming Transactions and Material Financings, require review and approval of the Committee and Board
 - Compliance System applies to all subsidiaries
- Hard Rock's Culture of Compliance includes:
 - All employees receive overview of AML Title 31
 - Task oriented Currency Transaction Reporting (CTR) & SAR training for Cash Operations, Table Games, Poker & Gaming Operations is assigned to employees within those areas.
 - Executive Management Training
 - Know Your Customer & Suspicious Activity (SAR)
 - Depending on employee's position, training occurs semi-annually or annually
 - All training is provided electronically with results / scores of testing monitored and tracked by Human Resources

Leader in Corporate Social Responsibility



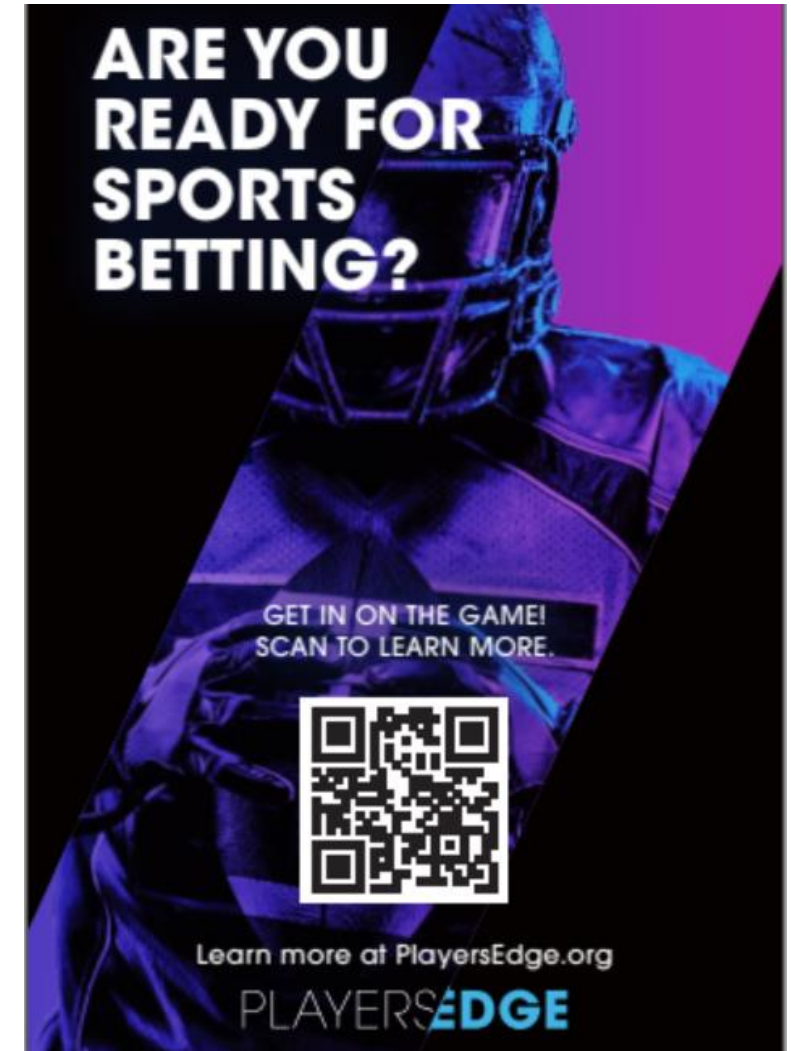
AWARDS

- CORPORATE SOCIAL RESPONSIBILITY AWARD
 - US National Council On Problem Gambling
 - Recognizes **PlayersEdge** casino team member training program for 15,000+ employees
 - Distinguished for integrating comprehensive gambling literacy and education with online training for all guest-facing employees, and 2-hour class room training for all supervisors and managers
- TREATMENT AWARD
 - Florida Council on Compulsive Gambling
 - Leadership as a partner and funder of gambling addictions services in Florida
 - First industry gaming operator to receive this distinction
- Hard Rock's corporate social and responsibility program is led by Paul Pellizzari, VP Global Social Responsibility
- Paul has received numerous awards and accolades for his contribution to responsible gaming including:
 - Two-time recipient of **World Lottery Association's** and 16 other national and international Responsible Gaming awards
 - Voted '*World's Top 50 SR Leadership Talents*' by **Global Corporate SR Day**
 - **Author** of two books and dozens of articles on corporate social responsibility
 - Founding member of **CSR Board.org**, an international social responsibility association of leading corporations
 - Founding member and former Chair of the **Canadian RG Association** (national industry association)
 - Launched first comprehensive gambling literacy and education program designed by a US-based gaming company, for North American and international markets called Players Edge



PROGRESS TO DATE

- 18,234 team members trained online
- 1,454 supervisors trained in classroom
- 92% positive evaluation scores for training
- 2 million + impressions of PlayersEdge education
- \$22 million invested in support services since 1994



- Launched first comprehensive gambling literacy and education program designed by a US-based gaming company, for North American and international markets called Players Edge



NATIONAL COUNCIL ON PROBLEM
GAMBLING ANNUAL AWARDS



CORPORATE SOCIAL RESPONSIBILITY AWARD

LEADERSHIP IN RESPONSIBLE GAMING

from U.S. National Council On Problem Gambling

- Outstanding commitment to addressing problem gambling
- Proven leadership for problem gambling treatment funding, access to therapeutic support

TREATMENT AWARD from FCCG:

- Leadership as a partner and funder of gambling addictions services in Florida
- First Industry gaming operator to receive this distinction

KEY INDUSTRY PARTNER for FCCG

- Largest voluntary contributor for over 10 years
- Collaborators in the design and delivery of responsible gaming program
- FCCG provides telephone hotline 24-hours a day
- Clinical services for those who need treatment

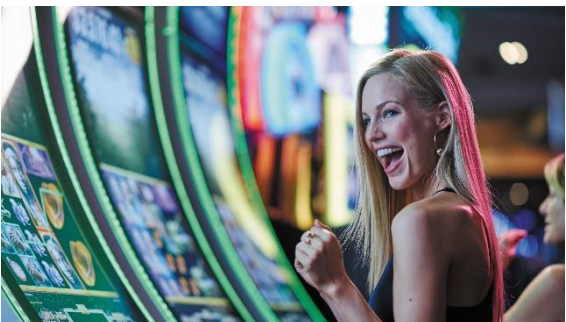
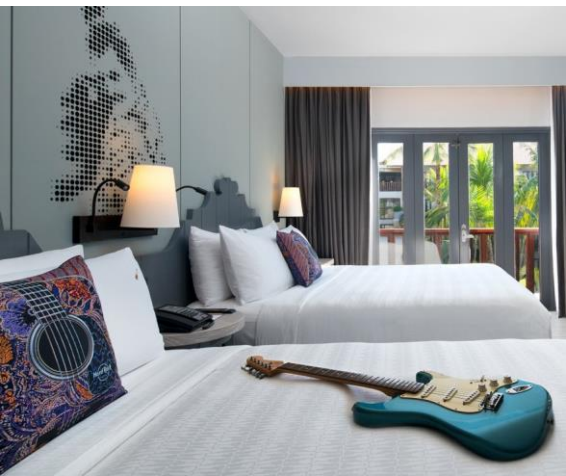


1. Global Brand & Destination Entertainment

Set List



241	Branded Hard Rock Venues	120 m	Annual guest experiences	19.1 m	Merchandise items sold
68	Countries	32.9 m	Food covers per year	25.2 m	Combined social/database reach
5.4 bn	System-wide brand revenues	18,660	Hotel rooms in 35 hotels	86,000+	Priceless memorabilia icons
47,000	System-wide employees	29,755	Gaming positions in 14 casinos	35,000	Live music events per year



80% Global Brand Awareness



“

Here, there and everywhere:
no matter where you go,
or what you need, there's a
Hard Rock near you.

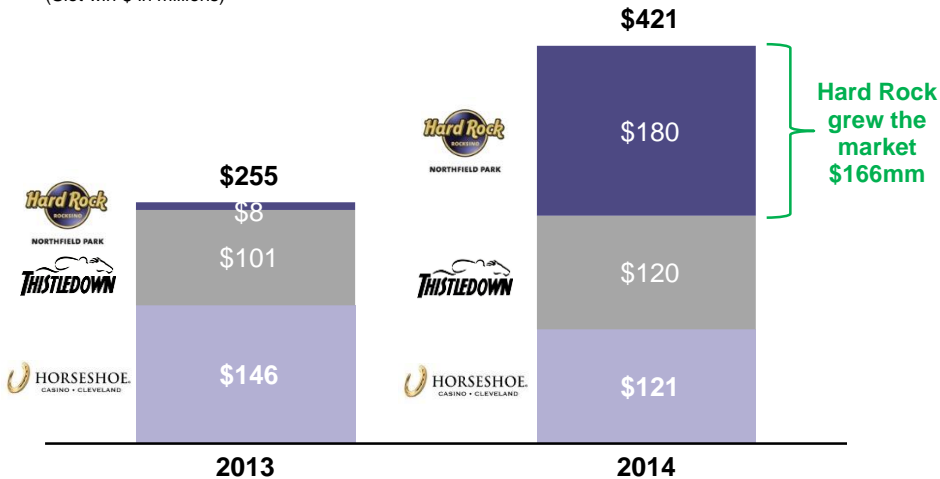


Brand Impact Case Studies

Hard Rock Northfield Park

Drove significant growth in first full year

(Slot win \$ in millions)

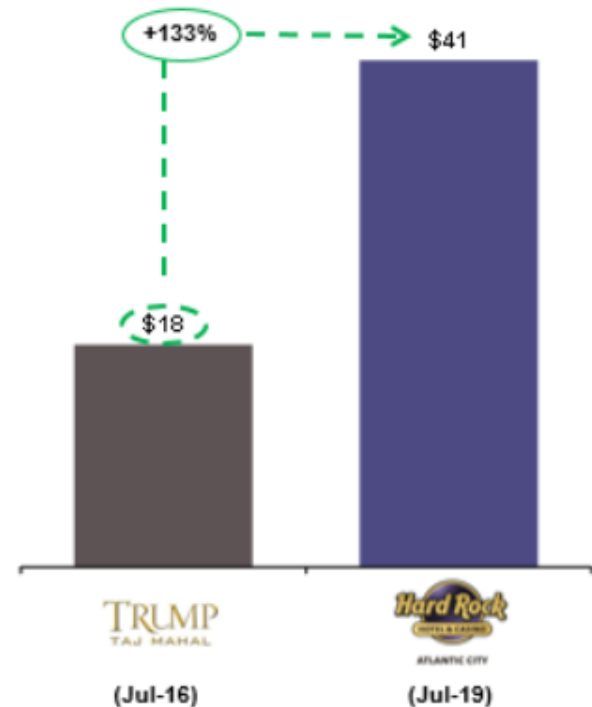


Hard Rock Atlantic City

Strong performance out of the gate⁽¹⁾

(GGR \$ in millions)

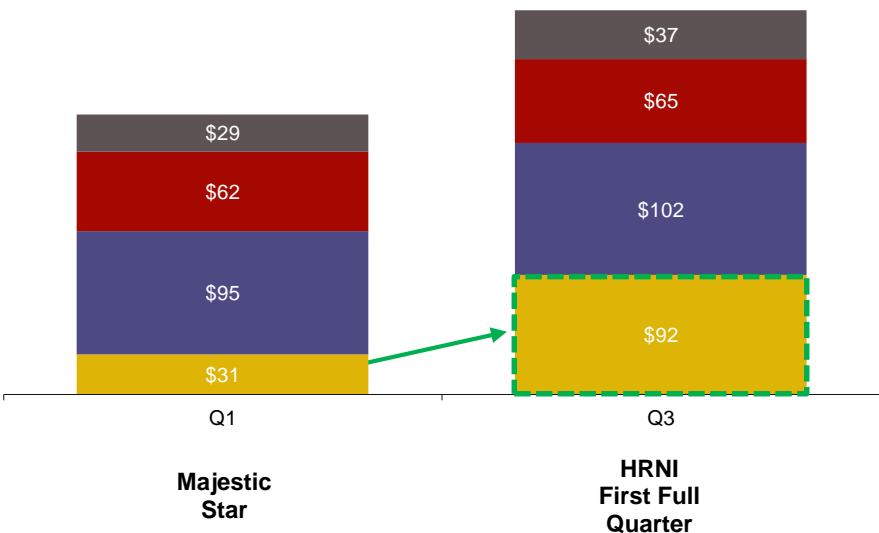
✓ Achieved significantly higher GGR than Trump Taj Mahal after only 9 month renovation period



Hard Rock Northern Indiana

GGR Market Share (%)

■ Hard Rock ■ Horseshoe ■ Ameristar ■ Blue Chip



76% of market GGR growth⁽¹⁾ from Q1 to Q3 was attributable to Hard Rock Northern Indiana

Destination Entertainment



the most
in-demand, high-octane
destinations

Photographs of celebrities and other individuals are included in this presentation to accurately depict the fact that they visited or performed at a Hard Rock venue. No endorsement of Hard Rock, its activities or any of the content of this presentation by any of the individuals depicted is intended or implied by our use of their image.

Live Local Entertainment at Hard Rock Cafe



battle of the bands

Since 2010, Hard Rock Battle of the Bands has given local artists the chance to dream big. At cafes worldwide, bands battle it out for a chance to compete for the ultimate grand prize. In 2019, the three bands with the largest number of votes will become competition finalists and take the stage at Hard Rock Cafe New York, the iconic former Paramount Theater in the heart of Times Square. Finalists will receive an all-expenses paid trip to New York City, a \$15,000 cash prize and the chance to perform for top record label executives.





2. Diversity Equity, & Inclusion

Leadership Training Program



■ Leadership Training Programs

– Women in Leadership

- ❑ Encourages and supports the development and success of women in the company

– School of Hard Rock

- ❑ An eLearning program that offers managers an opportunity to learn more about the Hard Rock brand and sharpen their managerial skills via third party courses

– Walk This Way

- ❑ Three day in-depth management training program that educates managers on Hard Rock's culture and standards



- Stephanie Piimauna, SVP of Diversity, Equity, and Inclusion has had extensive success and experience developing programs for some of the top gaming and hospitality companies and will lead the advancement of Hard Rock's Diversity Program and the Terre Haute diversity participation requirements in the Local Development Agreement

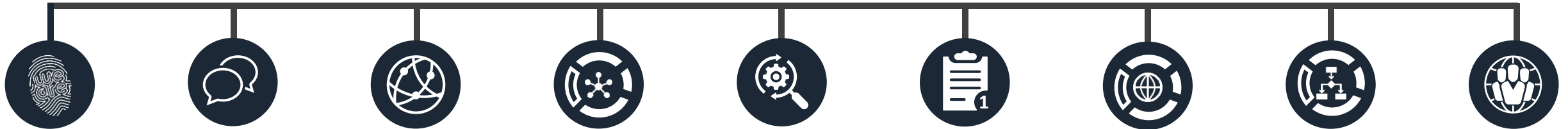
Goals for 2021 & Beyond

- Develop a recruitment strategy that increases **minority applicant pool and hiring** of mid-senior level management positions
- Develop a targeted professional development program for **upwardly mobile minority team members**
- Deploy **hiring bias awareness** training across the organization
- Work with our host communities to establish relationships with minority organizations;
- Coordinate with our global purchasing department to further the inclusion of MBE vendors;
- Further develop Hard Rock's culture of enabling diversity, equality and inclusion throughout the company



we are

Diversity, Equity & Inclusion



Promote D&I Values in our Culture

Promote Diversity of Thought and Innovation

Provide D&I Education and Awareness

Drive Employee Engagement

Promote New Development/Expansion

Drive Company Reputation

Drive External Stakeholder Relationships and Goodwill

Promote D&I in Core Business Operations

Ensure Equal Opportunities for all Talent

People
Who We Are

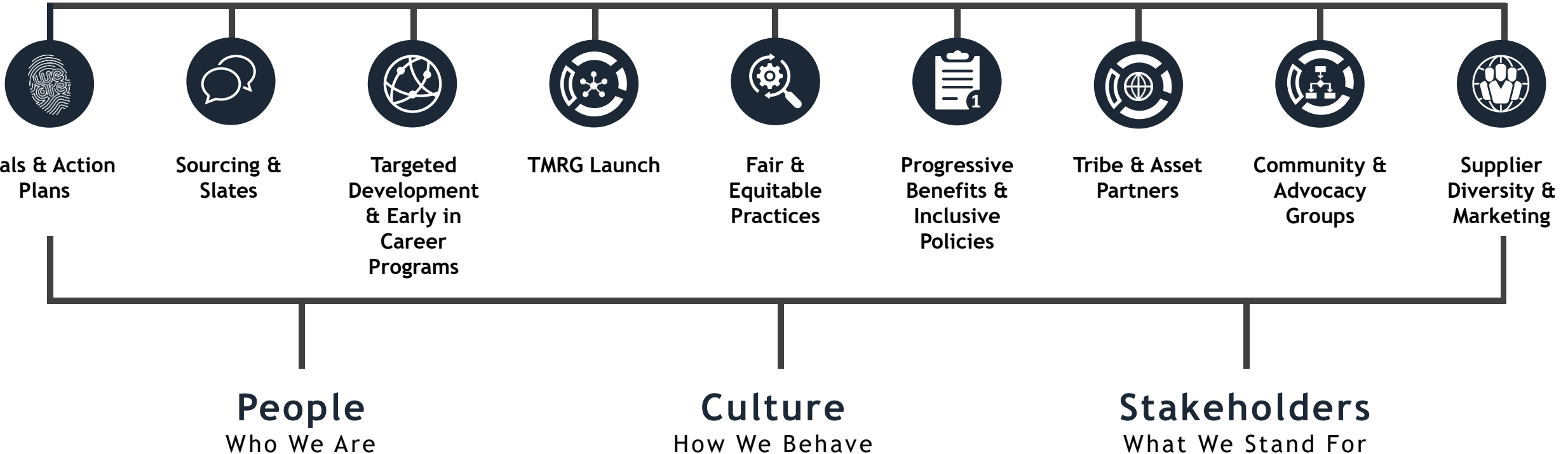
Culture
How We Behave

Stakeholders
What We Stand For



we are

Diversity, Equity & Inclusion



Diversity Talent Attraction Strategy



EMPLOYEE VALUE PROPOSITION

Communicate reasons for considering joining our Company



- Leverage existing (or develop new) copy and imagery to communicate the company's commitment to Diversity
- Leverage company values and mottos as indicators of culture.
- Design roles to be attractive to candidates looking for an accelerated career path
 - Accept risk with highly talented staff that may not check every box
- Tailor communication to highlight the company's outreach efforts.
 - Highlight key diverse leaders
 - Support with more general "Why Us" recruiting materials

SOURCE TALENT

Identify and tap key talent pools



- Identify key talent pools
 - Companies, geographies, associations, institutions, etc.
 - Utilize sourcing tools (LinkedIn, Talent Neuron, Yello, JobScience, etc.) to refine strategy.
- Leverage employee referral program
 - **Seek referrals from diverse staff (TMRGs).** Talent Acquisition to reach out to referrals
- Develop an Internal Talent Recruiting Strategy
 - Internal Career Fair - Leverage TMRGs
- Invest in targeted digital campaign
 - Social (LinkedIn, Glassdoor, Facebook, Twitter, etc.)
 - Targeted advertising at key diversity events
- Partner with external search firms specializing in diverse talent sourcing

HIRE TALENT

Optimize candidate experience and deliver winning offer



- **Construct diverse interview panels trained to sell the company**
 - Deliver inspiring candidate experience
- Develop Early in Career program for diverse talent (i.e. pre-program to AGM)
- Develop highly competitive compensation, titles, relocation and/or remote work package to demonstrate our commitment to workforce engagement
- Leverage key leaders to help close the deal
- Ensure smooth onboarding
 - Leverage TMRGs for "Buddy" onboarding



3. Project & Investment

Shovel Ready Site & Project



✓ The Hard Rock project is uniquely positioned in that it is essentially a shovel ready project, with a Local Contractor

- ✓ Shovel ready site
- ✓ Final Draft of a “Gross Maximum Price” GMP contract in place
- ✓ Construction architect drawings, which are 70% completed
- ✓ An experienced construction team who most recently successfully designed and built Hard Rock Northern Indiana
 - General Contractor: TN Ward/Garmong JV
 - Architects: SOSH and Friedmutter Group
 - Engineers: Giovanetti Shulman Associates and DeSimone Consulting Engineer



Hard Rock has a successful track record of new casino builds



	Northfield Park	Atlantic City	Sacramento	Northern Indiana
Development Highlights				
	12-months New Build	9-months Renovation of 4 million sq. ft,	14-months New Build	17-months New Build
Results	✓ On-Time ✓ On-Budget	✓ On-Time ✓ On-Budget	✓ On-Time ✓ On-Budget	✓ On-Time ✓ On-Budget

Program & Scope



- ✓ **\$191 million Phase 1 investment with local firms and local jobs**
- ✓ **Over 800 permanent living wage jobs and over 2,000 construction jobs created**
- ✓ **High quality product offering with:**
 - 43k sq. ft. net gaming space, and 32k sq. ft. of non-gaming space
 - 4 restaurants
 - Hard Rock Cafe, Food hall, Steakhouse & Seafood, and Constant Grind
 - 2 bars / lounges
 - Sports book
 - 300 seat Velvet Sessions Showroom
 - Rock Shop
- ✓ **Strategically located right off the Interstate-70**
 - Highway-adjacent and 31k average daily drivers



Program highlights

850
Slots

35
Tables

1,000 sq. ft.
Retail space

300 seat
Ent venue

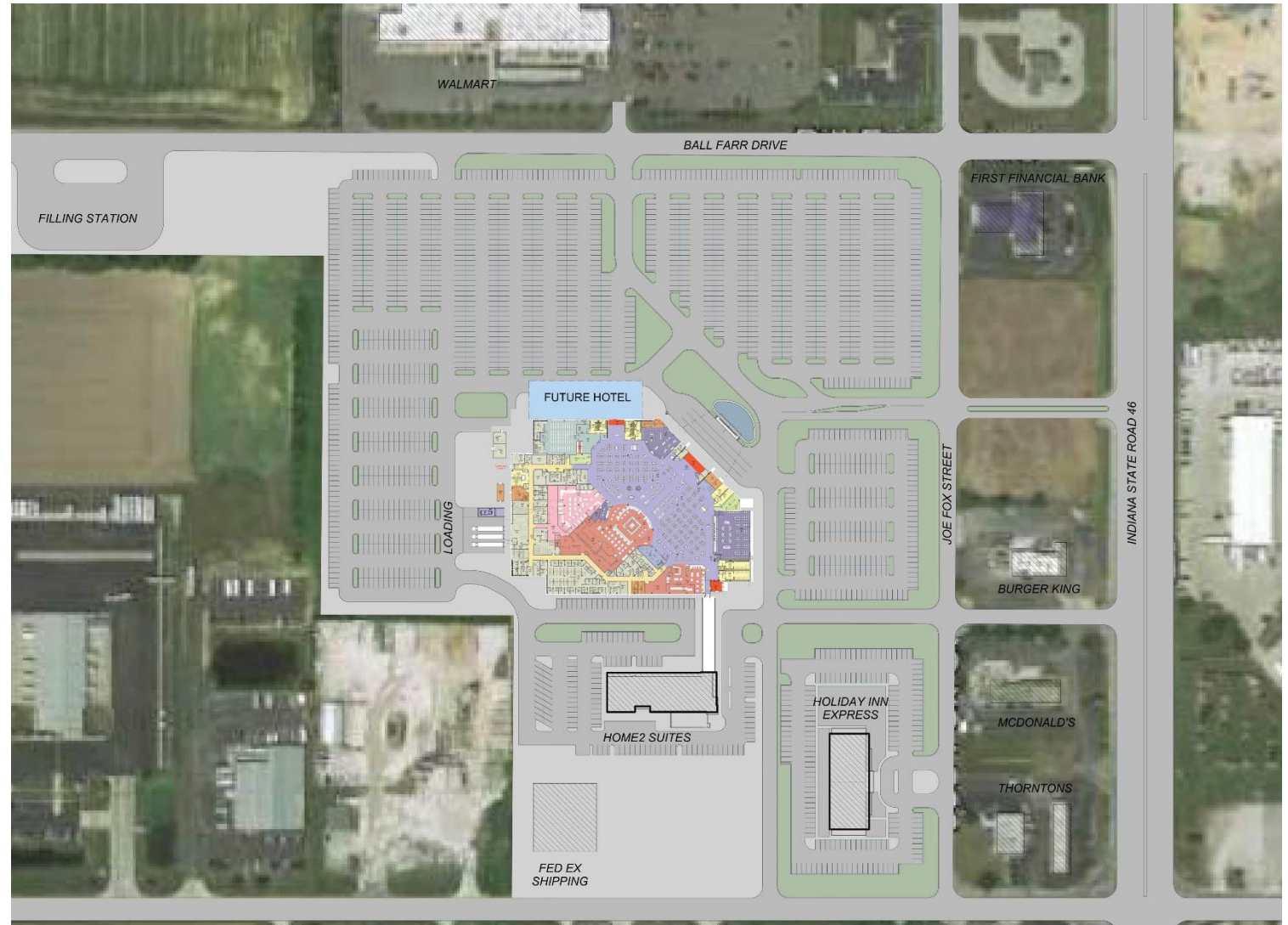
24,557 sq. ft.
F&B space

31k
Average daily cars

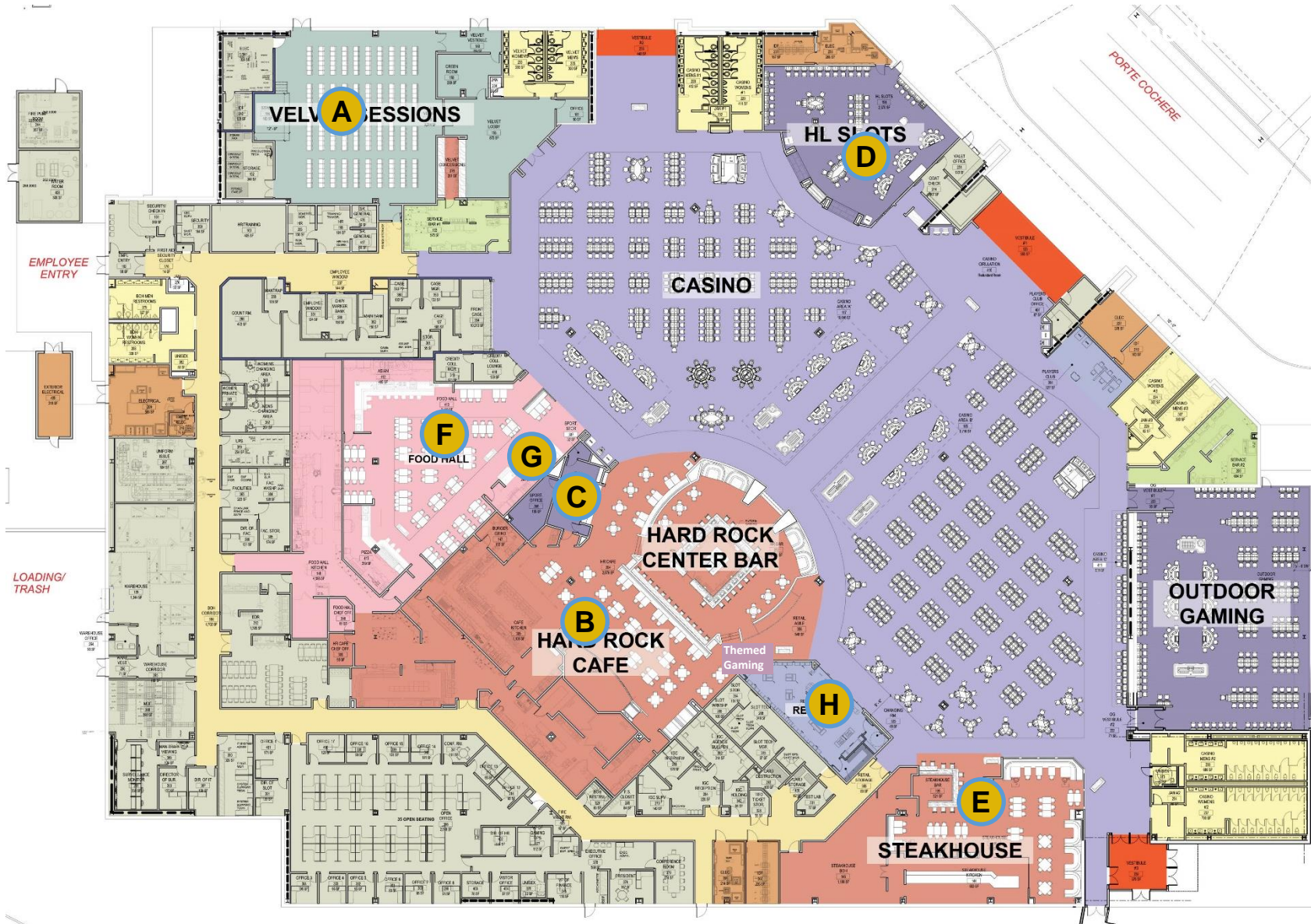
Overall Site Plan



- Over 26 acres of developable land, with sufficient space for expansion
- 1,500 on-grade parking spaces
- Master planned for a phase 2 expansion, including a hotel
- Connectivity and partnership to Home2 suites hotel



Casino Floor Plan



- A** Velvet Sessions Showroom
- B** Hard Rock Cafe
- C** Sports book and bar
- D** VIP gaming
- E** Steakhouse & Seafood
- F** Food Hall
- G** Constant Grind
- H** Rock Shop

Casino Floor Rendering



Casino Floor Rendering



High Limit Room



Hard Rock Cafe & Center Bar



Steakhouse & Seafood



Constant Grind





4. Significant Local Support and Job Creation

Strong support from the Local Community



Hard Rock has significant support from the local community

- ✓ Resolution from the Board of Commissioners of Vigo County
- ✓ Resolution from the Vigo County Council
- ✓ Letter of Support from the Terre Haute Chamber of Commerce
- ✓ Letter of Support from the local contractor Garmong Construction Services
- ✓ Letter of Support from Brendan Kearns of the Board of Commissioners of Vigo County
- ✓ Letter of Support from Chris Switzer of the Board of Commissioners of Vigo County
- ✓ Letter of Support from Ivan Mike Morris the Board of Commissioners of Vigo County

"Hard Rock is the only applicant who has partnered with a Terre Haute based construction company to build their facility, proving their commitment as a true partner to our community."

- Brian Kooistra, COO of Garmong Construction Services

"The economic impact of this local involvement is real, significant, and only exists within the application submitted by Hard Rock."

- Brian Kooistra, COO of Garmong Construction Services

".....recommend HR Terre Haute, LLC. Based on Hard Rock's brand recognition, the design of the facility, their operating history, and the ability to start construction almost immediately make them the best operator for our community"

- Members of the Vigo County Council

COMMUNITY SUPPORT



Local Development Agreement

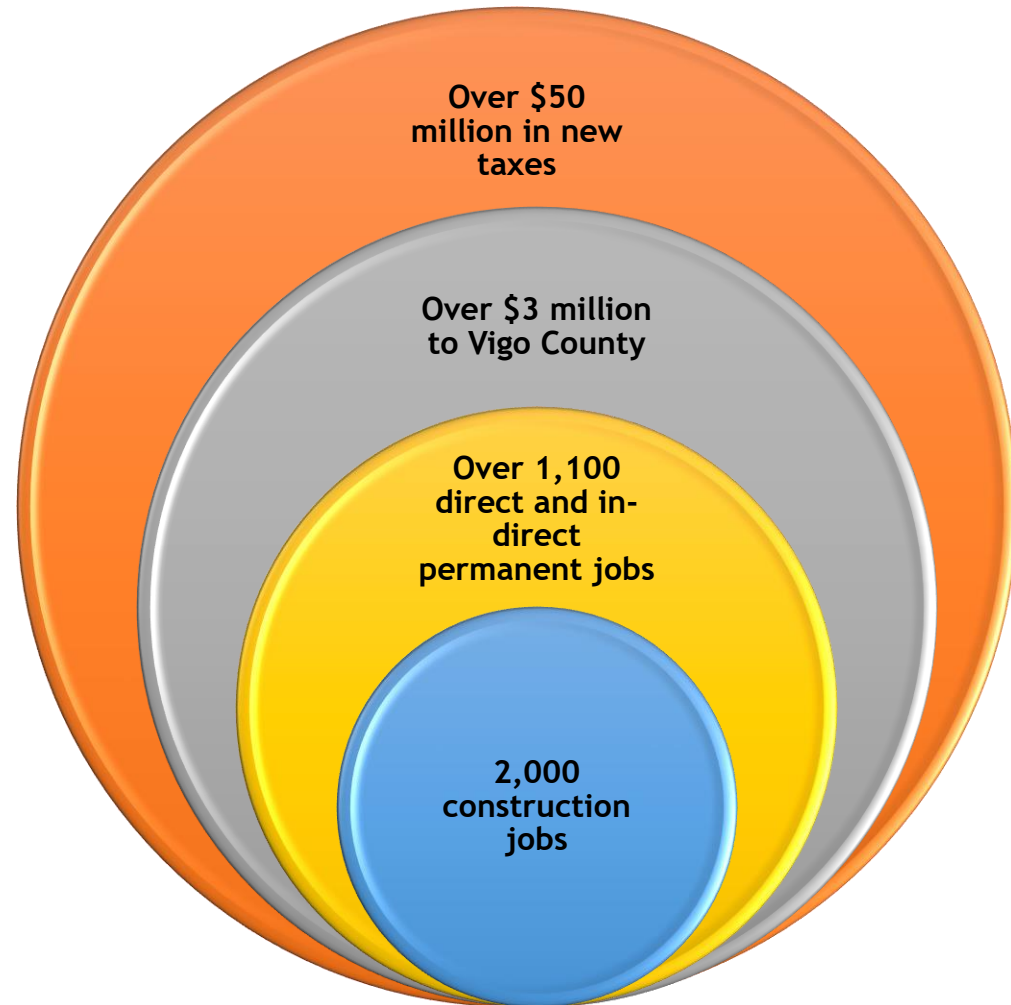


- ✓ Agreed upon Local Development Agreement with Vigo County, with over \$3 million in annual payments in the first phase
- ✓ Commitment to use local vendors and suppliers, maximize the use of unionized labor, and maximize hiring in the county

Parties	Applicant and County
Employment Matters	Applicant to use commercially reasonable efforts to recruit, train, and upgrade employees who reside within Vigo County, Indiana.
Local Vendors	Applicant to use commercially reasonable efforts to endeavor to use local suppliers and vendors to support the operations of the casino, including any development, construction, and equipping of any future projects; provided, that such suppliers and vendors can provide quality goods and/or services at competitive prices.
Labor	Applicant to endeavor to maximize its use of unionized labor paid at prevailing rates, consistent with the applicable trade, in connection with the construction of any future projects, to the extent that such unionized labor can provide quality labor at competitive prices. The County and Applicant agree to use their commercially reasonable efforts to encourage building trades to enter into project agreements with local contractors with the objective of giving preferential hiring to qualified residents of Vigo, County Indiana
Marketing	Applicant and the County are to cooperate to formulate and execute a marketing program for the County to promote the casino and the County; provided, neither party shall be required to contribute any funds to formulate and/or execute such marketing program.
Payment Commitment	Commencing following the satisfaction of certain conditions precedent, including the IGC's approval of the LDA and the IGC's award of the gaming license to Applicant, Applicant shall pay to the Vigo County Community Improvement Foundation Inc., on a monthly basis: <ol style="list-style-type: none"> a. An amount equal to three percent (3%) of adjusted gross receipts (as defined in Indiana Code Section 4-33-2-2) from the operation of the casino); and b. An amount equal to three percent (3%) of Applicant's net commission received from any sports wagering vendor (as that term is defined by the Indiana Code), before any other fees are deducted or other adjustments are made to such commission by Applicant.
License Approval	The County to support future renewals of Applicant's gaming licenses before the IGC unless the Applicant breaches its obligations under the LDA.
Future Development	Applicant to discuss with the County its plans for future projects relating to the economic development, infrastructure and facilitating.
IGC	Applicant and the County recognize the authority of the IGC over the LDA, including, without limitation, the authority to disapprove all or part of the LDA, to verify and ensure payments made under the LDA, to verify and ensure expenditures by recipients, to verify and ensure compliance with the purposes of the LDA, and to act concerning modification to the LDA.

Hard Rock is an industry leader in marrying gaming with non-gaming offerings

- ✓ Develop a best-in class casino that will optimize tax revenue for the community and create the greatest economic benefit to the local community
- ✓ Committed to developing a casino that is much more than a “slots-in-a-box” facility
- ✓ Drive visitation to the property;
- ✓ Create loyalty among the patrons;
- ✓ Generate a higher degree of economic benefit to the community; and
- ✓ An increase in tax collection to the county





5. Strong Local Community Partnerships

Terre Haute Local Engagement



"As part of our mission statement to provide authentic experiences that rock, at Hard Rock we believe it's important to embrace and showcase local history and lore, bringing it front and center; in essence keeping it alive. We believe you will find this respectfully represented throughout the presentation".

Local Vendor Identification & Process.

- As part of the opening process a local vendor fair is conducted where all local vendors whether they represent food & beverage, retail or any other of the activities that could take place in the casino are invited to come and meet our key management and procurement teams

Terre Haute Local Vendors

- A selection of Local arts and crafts as well locally owned and produced items will be displayed and sold on property in the same manner with an ever growing group of local vendors and products in a show of local solidarity.



Retail Local Partnership Examples at Hard Rock Northern Indiana



NATURE'S TRACE CO.

- Home made soaps
- Indiana local woman owned



- Custom candles
- Indiana local African American woman owned



- Home made spices
- Indiana local African American male owned



Partnership with the Jackson Family



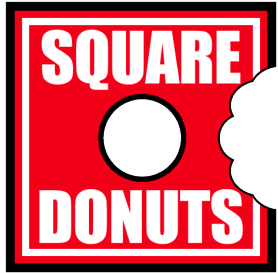
- Creation of “The Triumph “, Famous Jackson’s Chicken sandwich.
- Developed partnership with the local Jackson family to put one of their homemade local family favorites on the Hard Rock Menu. A first for Hard Rock.
- Ensuing PR and Jackson family opening support as well as display of iconic Jackson memo reinforced local connection with the casino.
- Established “Local Favorites” stand alone menu featuring Northern Indiana local favorites such as Italian beef & fried perch baskets exclusive to the Gary property. The same would apply to Terre Haute with an emphasis on local fare.



Local Partnerships - Square Donuts



Exclusive local creations made with Terre Haute's own famous "square donuts", From donut burgers and fried chicken & donut entrees, to donut desserts including s'mores and bread pudding.



Local Partnerships - Terre Haute Brewing Company



Inclusion and prominent positioning of local craft beers such as Terre Haute Brewing Co on the menu to celebrate the great beer and rich history of one of the oldest and also one of the historically largest breweries in the US.



Larry Bird Partnership



Larry Bird Tie in

- ✓ Partnership with Larry Bird with the creation of an iconic “ Larry bird “ local menu item only available at the Hard Rock Cafe.
- ✓ Donation of \$1 for every dish sold to Larry Bird’s charity “ the American foundation for suicide prevention “ and additional philanthropic support.



Sponsor of the new Convention Center



Hard Rock Sponsorship of new convention center as well as enticing additional support from other key strategic Hard Rock vendors and partners.



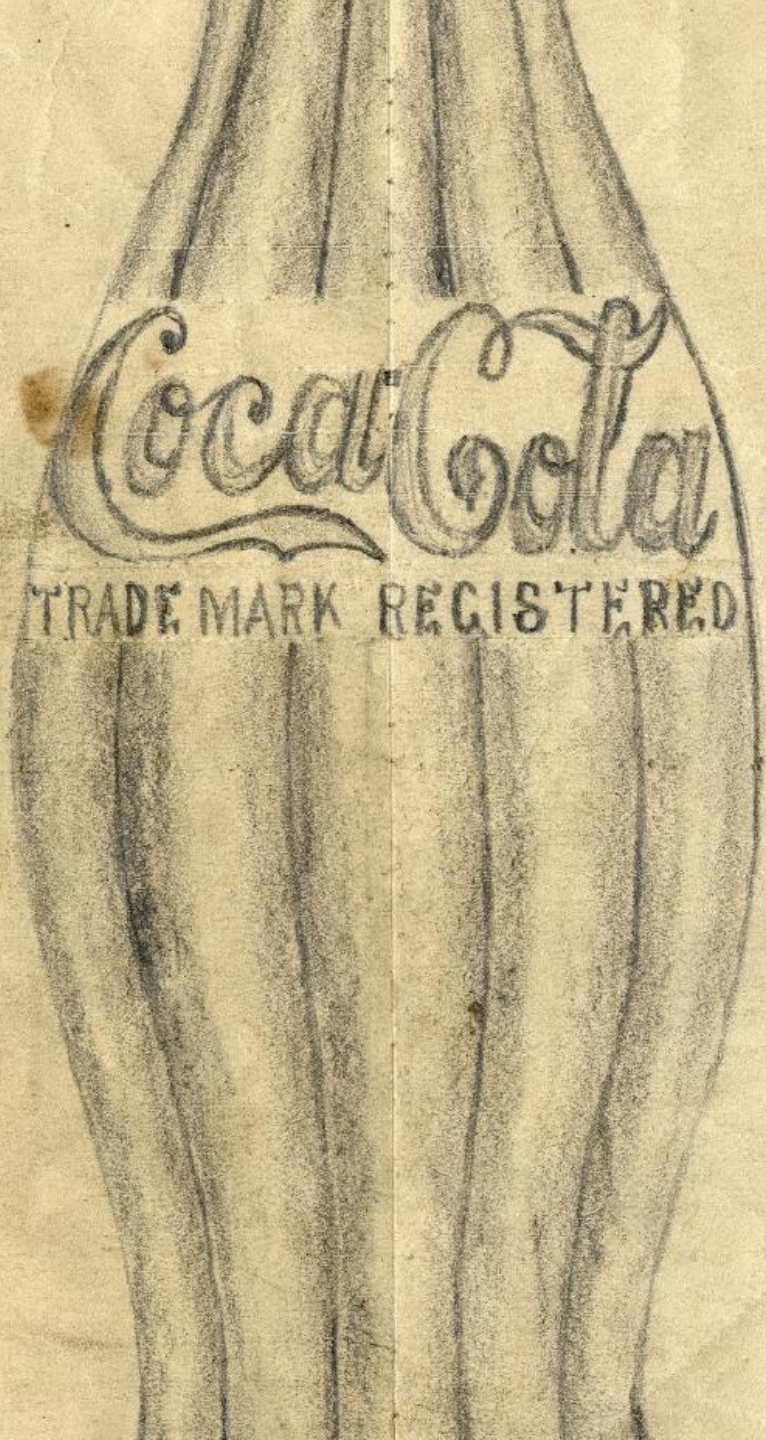
Celebration of the World Famous Coke Bottle



- Old Fashioned “Coke float” Terre Haute style



- Partnership with the Coca Cola Company and Inclusion of “coke float” on menu served table side with an old fashioned glass coke bottle as a homage to the creator of the first coca cola contour bottle back in 1915 in Terre Haute Indiana !



In 1915, responding to a creative brief that called for a bottle that was recognizable “lying broken on the ground or by feel in the dark,”

the Root Glass Co. of Terre Haute, Indiana developed this sketch. Since it is a secret formula – the designers thought that one of the ingredients was the coca pod and found an illustration at the library.

Coca-Cola Activation/Integration - Terra Haute

Objective: Create excitement and drive traffic to the new Hard Rock Casino in Terra Haute through our wonderful connection to the city and partnership together

Idea Starters – Coca-Cola History

- Coca-Cola Exhibit

Loan Coca-Cola artifacts for a temporary exhibit (less than one year) illustrating the evolution of our Coke bottle, the Root Glass Company, and their ties to Terra Haute

Create a permanent display with reproductions of archival materials



Coca-Cola Activation/Integration - Terra Haute

Objective: Create excitement and drive traffic to the new Hard Rock Casino in Terra Haute through our wonderful connection to the city and partnership together

Idea Starters

- Incorporate Coca-Cola Elements into the décor or the casino

Chandeliers made from Coca-Cola Georgia Green bottles

An interactive wall of Coke bottles that spin on “rails”

A Coke Lounge area with retro themed booths, décor, and specialty beverages

A co-branded mural



Coca-Cola Activation/Integration - Terra Haute

Idea Starters – Drive Traffic

- Coca-Cola Souvenir bottles

Share a Coke Bottles with customized Casino name/location

Custom tumblers for first come, first serve

Crystal bottle sweepstakes

Unique sampling events throughout the year



Idea Starters – Out of the Box Thinking

**Not sure if possible*

- One-of-a-kind Coke Bottle blow-up
- Concert Event
- Create a Scavenger Hunt for Coke bottle images throughout the casino grounds to win a prize



*FPO – would create glass bottle 31



6. Sound Financial Support

Investment Grade Credit Ratings



Hard Rock maintains an investment grade rating from 2 of the 3 credit rating agency and has ample capital to develop to the project



BBB- **S&P Global**
Ratings

B1 **MOODY's**

BBB- **Fitch**Ratings

Strong and Secure Financing Plan

- ✓ Strong and committed financial support from Hard Rock
- ✓ Secure financing plan, targeting a stabilized debt leverage ratio below 3.0x at stabilization
- ✓ Strong debt payments to de-lever quickly
- ✓ Debt / Total Capitalization of ~60%
- ✓ Highly Confident Letter from Wells Fargo
- ✓ Right-sized phase 1 project cost, to re-invest and expand in the near future

- Hard Rock is committing \$55 to \$60 million of cash equity to the project and its local investor is committing an additional \$10 million of equity
- Hard Rock intends to utilize its strong and deep financial relationships banks institutional investors to secure a Term Loan to finance the rest of the project
- Hard Rock intends to utilize local banks in securing financing, who have indicated strong support
- Wells Fargo has given its vote of confidence through a Highly Confident Letter

Refinancing Success Stories



Hard Rock Sacramento



\$450m Senior Note

Development of Hard Rock Hotel & Casino Sacramento

18 months

Hard Rock Sacramento



\$50m Revolver
\$475m Term Loan B

Refinancing of Senior Note and Phase 2 Expansion

Hard Rock Northern Indiana



\$375m Term Loan B

Development of Hard Rock Casino Northern Indiana

6 months

Hard Rock Northern Indiana



\$35m Revolver¹
\$415m Term Loan B¹

Refinancing of Construction Financing Term Loan B and Mezz Debt

Note:

(1) Targeted close is the end of November 2021

Why Hard Rock Terre Haute!



Global destination
entertainment brand & World
Class Management Team

+

Local Community Partnerships

+

Investing \$191+ million+

+

Sound Financial Support

Aligned vision with the city

Enhance and Spotlight the local
community

Strong economic impact

Increased value to Terre Haute and Vigo
County via regional entertainment
destination



Hard Rock has evolved to one of the most exciting, sophisticated and energetic lifestyle brands in the world. From exhilarating music to authentic memorabilia, innovative signature restaurants to electrifying public spaces, Hard Rock is redefining globally what a lifestyle destination experience can be.